

3 May 1977

Executive Registry

77-89975

MEMORANDUM FOR: Admiral Turner

SUBJECT : Dean Fouraker's letter dtd 30 Mar 77;  
Subject: Nominations for Harvard's  
Program for Managers in Government

1. In response to your note to me, subject above, I have reviewed our record and procedure regarding how Dean Fouraker's letter was handled and why it did not reach you until 1 May. What follows is a brief chronology which summarizes how Fouraker's correspondence was handled.

a. On Tuesday, 29 March, Professor Joseph Bower of the Graduate School of Business Administration/Harvard University wrote the DDCI seeking applications for the 31 July - 19 August Program for Senior Managers in Government. ES received this correspondence on Friday, 1 April and sent it to D/Training to develop an appropriate response for the DDCI; info copies to DCI and DDCI. In addition, ES summarized this correspondence for the Director's Daily Journal on Monday, 4 April. (See Tab A)

b. On Thursday, 7 April, the Director returned to ES his copy of the 4 April Journal with a marginal comment about Professor Joseph Bower's 29 March letter to the DDCI. On Thursday, 7 April, ES sent a memo which quoted the DCI's marginal note to the DDCI, DDA, D/Training, and A/DCI/PA for guidance in developing a response. (See Tab B)

c. On Wednesday, 30 March, the Dean/Graduate School of Business Administration/Harvard University wrote the DCI requesting that he nominate one or more key people to attend the Program for Senior Managers in Government during August. ES received this correspondence at the end of the day Friday, 8 April. On Monday, 11 April, ES, noting the previous correspondence from Professor Bower on the same subject, and the DCI's reaction to the Professor's request, as reflected in the margin of the 4 April Journal sent the correspondence to DDA to prepare a response for the DCI's signature, addressing both the 29 and 30 March letters. In addition, ES sent on Monday, 11 April, information copies of this correspondence to the DCI, DDCI, and D/Training. (See Tab C)

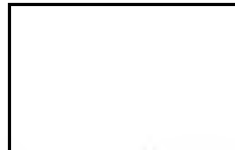
d. On Wednesday, 13 April, the Harvard Dean's letter was summarized for the Director's Daily Journal. (See Tab D)

e. On Thursday, 14 April, the DCI's copy was returned to ER with an indication that it had been noted by someone in the immediate office of the Director and then it was destroyed by ER.

f. On Tuesday, 19 April, ES received from DDA the proposed response to Dean Fouraker for DCI signature. On 20 April it was sent to DDCI for review. (See Tab E)

(\*) g. On Friday, 22 April, DDCI sent DDA's proposed response to DCI's office. (See Tab F - Attached for your signature)

2. In summary, we officially received Dean Fouraker's 30 March letter on Friday, 8 April, and sent you a copy on Monday, 11 April. Your immediate office staff noted it and returned your copy to us on 14 April.



Executive Secretary

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Attachments

*As the above explains what happened, but in my view we can be more on our toes in the future by preparing a brief letter of acknowledgment for your review a few days after receipt.*

(\*) We have retyped DDA's proposed reply at Tab F since DDA's letter cannot be located in your immediate office.

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Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
1	DCI		✓		
2	DDCI		✓		
3	D/DCI/IC				
4	DDS&T				
5	DDI				
6	DDA				
7	DDO				
8	D/DCI/NI				
9	GC				
10	LC				
11	IG				
12	Compt				
13	D/Pers				
14	D/S				
15	DTR	✓			
16	Asst/DCI				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
20	D/EEO				
21					
22					
SUSPENSE		11 APR 77 Date			

Remarks:

Develop appropriate  
response for DDCI.

D/Executive Secretary

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GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

JOSEPH L. BOWER  
Professor of Business Administration

SOLDIERS FIELD  
BOSTON, MASSACHUSETTS 02163

March 29, 1977

Mr. E. Henry Knoche  
Deputy Director  
Central Intelligence Agency  
Washington, DC 20505

Dear Mr. Knoche:

My purpose in writing is to inform you that Harvard University's Program for Senior Managers in Government will be held from July 31 to August 19, 1977. Jointly sponsored by the Harvard Business School and the John F. Kennedy School of Government, this new program is designed for experienced executives who hold positions of major responsibility in the public sector and seeks to further the development of effective managerial attitudes and abilities.

The three week program emphasizes the development of a framework for systematically studying and resolving the key policy and management issues that face executives in federal, state and local government. We have developed a substantial body of new case material and feel that the curriculum will make a major contribution to the participants. Our long experience with executive education also tells us, however, that the caliber of the executive in the group is equally critical to the success of a program.

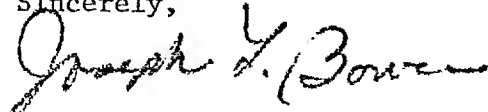
As a part of the process of recruiting outstanding participants, we are writing to friends of Harvard and selected individuals with important roles in the public sector. Accordingly, I am writing to you to ask for your interest and support and am enclosing a brochure which describes the program more fully.

Page 2  
March 29, 1977

We are seeking applications from key individuals in the federal executive branch (the cabinet, agencies, the White House), from staff directors of major congressional committees, from senior managers of state and local government departments and agencies, and from a small number of business executives whose areas of responsibility relate to government. One of our top priorities is attracting the candidacies of women and minorities holding such senior positions. The experience of working together in a tough, well-designed program should be memorable.

I look forward to hearing from you.

Sincerely,



Joseph L. Bower

JLB/js  
enclosure

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